

GRANTEE MONITORING

Grantee Name	YWCA Duluth
Location/Address	Spirit Valley Young Mothers Program 411 N 57 th Ave West Duluth, MN 55807
Date and Location of Site Visit	June 28, 2017 411 N 57 th Ave West
Grantee Participants	Melissa Hellerud-Storie <i>Director of Internal Programs</i> Karen TeHennepe <i>Finance Director</i>
MDH Participant(s)	Mary Ottman
Grant Agreement #/PO #	#109529

PURPOSE:

In accordance with the MDH Policy 238.01 Grantee Monitoring, MDH will conduct at least one monitoring visit per grant period on all state grants of over \$50,000, and at least annual monitoring visits on grants of over \$250,000.

The purpose of the grant monitoring visit is to review and ensure progress against the grants' goals, to address any problems or issues before the end of the grant period and to build rapport between the state agency and the grantees. This visit may cover topics such as statutory compliance; challenges faced by the grantee, modifications made to the grant program, program outcomes, grantee policies and procedures, grantee governance, and training and technical assistance needs.

The findings or information obtained through this monitoring activity will be used:

- To ascertain how MDH program funds are being utilized
- To provide targeted technical assistance needs
- To improve program implementation performance
- To suggest other training needs
- In future funding decisions

OVERVIEW

1. Is the Grantee's non-profit 501(c) 3 status current? **Yes**

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2. Does the Grantee have a central file containing the official records for this grant agreement and/or amendment? **Yes**
3. Where is this central file located? **Grant file is held on site in Director of Internal Programs office.**
4. Who is responsible for this central file? **Melissa Hellerud-Storie; Director of Internal Programs**
5. Does the central file include
 - The grant proposal? **Yes**
 - The award letter? **Yes**
 - The signed grant agreement and any/all amendments? **Yes**
 - Any/all requests and/or approvals for scope/budget changes? **Yes**
 - The work plan? **Yes**
 - Any/all payment requests (invoices)? **Yes**
 - Any/all signed subcontracts? **Not applicable (no subcontracts) N/A**
 - Any/all Progress Reports? **Yes**

REPORTING REQUIREMENTS

1. Does the organization meet all reporting requirements as outlined in the grant agreement and/or amendment? **Yes**
2. Are expenditure reports submitted timely and accurately? **Yes**
3. Are progress reports submitted with all required information and in a timely manner? **Yes**

CONTRACTUAL

1. Does the Grantee have written policies or procedures addressing use of contractors and/or subcontractors? **Yes**

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2. Were any sub-contractors paid from the MDH grant required to sign a contractual agreement outlining services to be rendered, duration of engagement, and pay rate? **N/A**
3. Was the contractual agreement(s) reviewed and approved by MDH before implementation? **N/A**

PERSONNEL POLICIES, PROCEDURES AND PRACTICES OF THE GRANTEE

1. Are time distribution records (e.g., time-sheets) maintained to show how employees who are funded through, or contributed in kind to, the MDH grant and who work on multiple projects/programs spend their time? **Yes**
2. Do personnel and/or payroll records show dates of hire/termination, immigration status if applicable, actual hours of time worked, leave time, federal and state programs worked on, and earning for all employees who are funded through, or contributed in kind, to the MDH grant? **Yes**
3. Does the Grantee have policies and procedures in writing regarding:
 - Payroll? **Yes**
 - Travel? **Yes**
 - Overtime? **Yes**
 - Timesheets? **Yes**
 - Taxes? **Yes**
 - Purchasing? **Yes**
 - Compensated time off? **Yes**
4. Are employees time sheets approved? **Yes**

By whom (what position)? **Housing Program Manager (Direct Supervisor)**

By the Executive Director? N/A: signed by Director of Internal Programs and Administrative Director
5. Does the Grantee's payroll preparation and distribution involve more than one employee? **Yes**
6. Does an authorized official approve all checks before being signed? **Yes**

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Additional Comments:

N/A

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PROGRAMMATIC QUESTIONS

Please use this space to answer all questions.

Program History

- When was your program started? Why was it started?
Spirit Valley Young Mothers Program was started in 2003 after YWCA Duluth completed a community 'Needs Assessment' and found that there was a gap in services, especially housing, for adolescent mothers.
- What need does your program fulfill?
Young Mothers Program provides safe and affordable housing for teen mothers and their infant child, case management services, life skill education, on-site childcare, Health & Wellness program that focuses on maternal and post partum health, 24 hour staffing, leadership development, community building, employment services, education support, parenting education, resource referrals, basic needs are met, and positive adult relationships in addition to many other support services that are individualized to the needs of each participant.
- How has the program grown or changed since its beginning?
The Young Mothers Program has taken a more 'holistic and trauma informed' approach to providing services. We recognize that each participant is taking a huge step in, what is often, a very uncomfortable direction, by obtaining services from our program. We have begun to focus on the 'relationships' that are developed within the program as they are the key to success for both participants and their children. The program has reduced its focus on immediately insisting that participants either enter the work force or attend school. Instead we spend time with each participant to help her acclimate to the structure of programming, addressing medical and mental health needs, and building relationships with staff and other participants. When these issues are met and she is feeling safe and secure in the program, we then work with her to enroll in school or look for work. This is different than past practice, but we have found that when participants have been able to deal with the traumas of their past and focus on their mental health, when they are working or going to school they are far more successful.

Grantee's Target population

- Who does the organization primarily serve?
Women ages 16-21 years old and children 0-5 years old for housing. Our outreach and health and wellness programs primarily serve 15-27-year-old women and 0-12 month

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old children.

- What is the program's demographic and geographic coverage?
Young Mothers Program serves women and children in St. Louis & surrounding counties in addition to women from Northern WI.
- Review recent Demographic reporting. *Recent Reporting was reviewed for the past 2 quarters. Number reported has been stable.*

Leadership and Governance

- Effective Board: How many board members currently serve, who are they?
12 current members (attached)
- How often do they meet? How are they informed of organization's progress and challenges?
Board meets monthly; each program director attends monthly board meetings and give a program update. Additionally, members of the Board attend weekly 'Leadership Team Meetings' with program directors and we work together to solve immediate issues.
- How supportive is the Board of the program?
Very supportive
- How is the program staffed? Who is responsible for the supervision of grant staff?
Young Mothers Program is staffed 24 hours per day. There are 4 full-time staff and 5 part time staff. Housing Program Manager and Case Manager II work Monday-Friday 8am-5pm, Director of Internal Programs works Monday-Friday varying hours, between Young Mothers Program and Early Childhood Education Center, my office is on site. Overnight youth advocates rotate between 12 hour overnight shifts, 3-hour programming shifts, and 6-hour weekend day shifts.
 - How is staff evaluated on their performance? How long have PA staff been employed there?
Staff are evaluated annually by their immediate supervisor (Housing Program Manager) and Director of Internal Programs. Annual goals are set and staff and supervisor check in quarterly.
 - How are staff background checks done?
All Young Mothers Program staff have to pass a Department of Human Services (DHS) background study before they are allowed to provide direct service.
 - What is your organization's policy on complaints for staff and clients?
Both staff and clients use the YWCA's Problem Solving Process to lodge

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complaints or concerns. It is our policy that families or other concerned adults are able to submit a grievance on behalf of a program participant if necessary. Both staff and participants review the Problem Solving Process on a quarterly basis.

Budget

- Does the current budget reflect your work plan activities? **Yes**
- Is the budget accurate for the project size/scope? **Yes**
- Do you have any challenges with the budget or invoicing? **No**
- Has your Financial Reconciliation taken place? **No**
- If you have an elevated risk designation, and/ or your Financial Reconciliation report cited any concerns, these will be discussed.

Review Work Plan including:

Partners

- If applicable: how are people referred to the program? Are there any barriers encountered with referral sources? What is your most common referral source?
Clients are often referred to our program via word of mouth; usually they know someone that currently or previously has received services through the Young Mothers Program. We participate in the Coordinated Entry system to receive housing referrals for several of our HUD units, domestic violence and homeless shelters, however, most of our referrals are from St. Louis County social workers; child protection and teen parent program social workers refer the most women to us.
- Challenges with partners or specific counties?
Our only challenges are with processes set in place by state and federal funders on receiving housing referrals. Coordinated Entry, is a system that takes most of the decision making process out of a housing providers hands when it comes to filling vacant apartments. The process takes a long time, and often the referrals that the YMP receives doesn't work out, because the 'program' aspect of housing isn't for everyone. We are only mandated to utilize this process for 2 of the units, but have requested funding from the state to get trained in the system so we can do our own intakes and referrals.

Work Plan

- Review your 2016 – 19 grant application's description of the program you are

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asking to be funded. On your work plan note the services and activities you said you would provide and the number of clients you would serve. *The work plan is current and up to date.*

- **Prepare a short summary of your current program(s) and the number of clients being served.** How does what you describe in the application compare with what you are currently providing? Have any programs and/or activities or services been added or removed? Have the number of clients being served per quarter decreased or increased since June 2016? Is there anything in particular you want to share about your current program to explain its current status?
The only changes or services that will (or have been) made are to the numbers of services being counted when we report, rather than the number of clients. This has increased the number we will be reporting quarterly. The number of clients that we serve each quarter either have increased or stayed close to the same, we have not had a quarter where we have seen a significant decrease in the number of clients that we are serving. One noticeable change, is that we have seen an increase in the number of 'dads' and either grand or foster parents that are seeking services and program assistance.
- Do you anticipate making any changes to the 2017-18 Work Plan? If so, in what way and for what reasons? *No changes to the work plan.*

Participants:

- What type of outreach does the organization put into action? What is working well? What are more the challenging aspects to finding or retaining clients?
Young Mothers Program's outreach plan involves staff going into the community and presenting what we do and why it is so desperately needed. Additionally, we have begun to have more of a presence on social media, which allows us to connect with many clients that we wouldn't normally be able to contact by phone or in person regularly. Our biggest challenge to retaining clients is our inability to constantly have updated contact information and to be able to get in contact with clients. As stated above, our social media presence combined with the time we take to build relationships with each client has helped in our retention rates.

Data:

- How is program data collected and by whom? Is data collected useful to agency?
Data is collected by Housing Program Manager, Case Manager II, and Director of

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Internal Programs. The Director of Internal Programs is responsible for reporting on the collected information.

- Anything we can do to help or simplify data collection?

No

Review Evaluation

- Your 2015-16 Evaluation Report Summary will be discussed (If you were a past grantee).
- Your 2016-17 Evaluation Plan will be reviewed. Any suggestions provided in your 2015-16 Report Summary should be included in the plan, if you are continuing a similar evaluation. If you are planning a new evaluation, details will be discussed. Do you have any questions on your evaluation? *No. The Year 1 Evaluation project looked at two aspects of their programming – 1. Clients will have a positive pregnancy outcome and, 2. Clients will provide safe, loving and secure homes for their infants.*

Miscellaneous

- Anything else you would like to share? *No*
- Anything else we haven't asked? *No*

What can we do to help?

- Trainings and Grantee meetings useful for grantee? Any topic suggestions?
We loved the grantee meetings that were done regionally, it was nice to really get to know and see the work that other grantees in our area are doing.
- Feedback or suggestions for the state? *No*
- Is there any way MDH can assist you to better equip your success in the Positive Alternatives Grant Program? *No*

Summary:

YWCA Spirit Residential Program has been a Positive Alternatives (PA) grantee since 2006. The Spirit Residential Program was initiated by the Duluth YWCA in 2003 based on the needs voiced in the community. The program is unique in that it serves adolescent pregnant clients, 16 up to 21 years of age. The program has recently focused on providing a holistic and trauma informed approach to care and services for their young clients. Currently the Spirit Program receives PA funding for the following programs: car seat education and distribution, case management, childcare, crib distribution and safe sleep education, education assistance, employment assistance, financial assistance, housing assistance, life skills education program, material support, mental health, nutrition, parenting education, pregnancy testing and education and transportation.

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One area that continues to be a topic of discussion with this grantee is the quarterly reporting submitted. At issue is the number of services submitted on the Quarterly Update Report. Demographic reporting should record numbers of unduplicated clients for that quarter. Update reporting asks for the number of services provided in each quarter for all clients. Update numbers should include all services provided for each individual in all service areas. After our discussion, it was determined that staff will be informed of this requirement by their director and will submit all reporting as outlined moving forward.

Challenges for the program include major organizational changes that have taken place within the Duluth YWCA. Staff are adjusting to these changes and for some the changes have increased workloads. Directorship of the organization is now being shared by several key staff positions. Reorganization and evaluation of many of the programs is taking place. The current Director of the Spirit program is now also administering the child care program also housed in the YWCA Spirit residential program.

The Spirit Program continues to have a waiting list for new clients. There is a continuous need for the services provided by this grantee and in fact more spaces for clients could be utilized. The current building space is well suited for the program and houses both the apartments for the young mothers as well as the child care program.

The YWCA Spirit Residential Program for teen moms is a unique and highly creative program offering a high priority need for a community that has no other option for their clients. As a long time grantee they have a good understanding of the management of their grant funding and make a good attempt at submitting most required submissions in a timely manner. This grantee has been a pleasure to work alongside. I look forward to partnering with them for the remainder of the PA grant cycle.

Date: September 11, 2017
Grant Manager: Mary Ottman